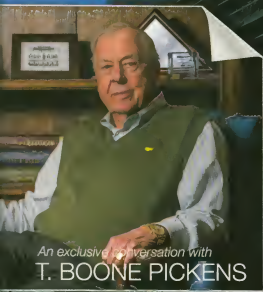


PREMIER OFFICE

A publication of **KBS Realty Advisors**

magazine™

2014 Issue



An exclusive conversation with
T. BOONE PICKENS

Inside:

Entrepreneur: Anousheh Ansari

Think Tank

Open, Office Trends

Wellspace Intelligence

Outside the Office: Santa Barbara

Hot CRE Dining Spots

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LETTER FROM THE CEO

We are excited to present our third issue of Premier Office Magazine. I want to specifically thank our valued relationship partners who have supported us in this effort.

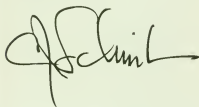
In this issue we were honored to interview the legendary T. Boone Pickens, one of our lead tenants at the Preston Commons office buildings in Dallas (see page 10). Mr. Pickens is one of the most influential people of both the twentieth and twenty-first centuries — and he shows no signs of slowing down. His impact can be seen in many ways whether it is shareholder advocacy, clean and affordable energy, land development or hundreds of millions of dollars donated to charitable causes. He has demonstrated that success is possible with a few basic ingredients. What are they? You'll have to read the story.

Our Chairman Peter Bren and I are very supportive of the entrepreneurial spirit here in the United States. In this issue we developed an entrepreneur profile and selected another of our valued tenants, Ms. Anousheh Ansari, CEO of Prodea Systems in Richardson, Texas. Anousheh is a celebrity in many circles not only for her brilliant mind, but also because in 2006 she became the first-ever female private space explorer. She paid for her ticket to fulfill a childhood dream. She is also the first person of Iranian descent to travel to space. She and her family are the title sponsors of the Ansari X Prize, and she has also received many honors, including Ernst & Young's Entrepreneur of the Year Award for the Southwest region. Anousheh has proven that anyone can reach their dreams if they put their minds to it.

The year 2014 is off to an exciting start for our team here at KBS. Last year we consummated nearly \$2 billion in acquisitions, which included some significant transactions such as the 1.5-million-square-foot 500 West Madison building, Chicago's largest Class A, LEED Gold-certified office building. We also were pleased to acquire 201 Spear Street on the waterfront in San Francisco as well as Preston Commons and Sterling Plaza located in the exclusive Preston Center submarket of Dallas. These recent acquisitions typify our focus on pursuing the best-in-class assets in the nation's top-performing markets. Our goal is to continue to be among the leading providers of professionally managed and operated office space in the United States.

I trust you will enjoy this issue of Premier Office Magazine. I want to wish you a prosperous year, and we hope to do business with you soon.

God Bless America,



Charles J. Schreiber Jr.

Chief Executive Officer
KBS Realty Advisors / KBS Capital Advisors





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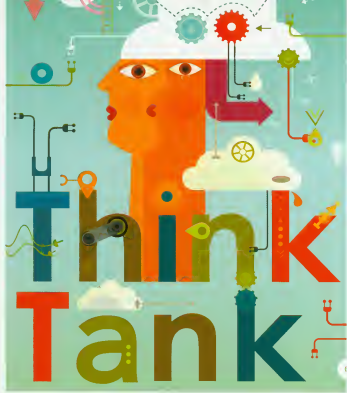
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Cover Photo
500 W. Madison, Chicago
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KBS leadership team discusses issues facing landlords, brokers and tenants in a changing and competitive real estate market



Charles J. Schreiber
CEO

Q: What will be the primary driver of total returns in 2014?

The majority of our assets are office properties. Business owners who occupy office facilities have a growing concern about the strength of their team of employees. To maximize the value of a property in a specific market, each building needs to be the best home for a company which will attract talented employees and enhance the success of the business. As the tenant's business flourishes, the office facility could be recognized as a strong contributor to that financial success.

Q: What are the top things on your mind today as a business owner?

That our executives are progressive in their thoughts and not following patterns. Embracing their instincts and creating new strategies, methods and business plans — that is how KBS will remain "Best in Class."



Peter Bren
Chairman and President

Q: You've steered thousands of transactions. Why are relationships so important in this business?

The golden rule, "Do unto others as you would have them do unto you," is critical to our business. Real estate is a relationship business. If you are in this business for any lengthy period of time, you will cross the paths of most, if not all, of the significant players both as buyers and sellers. The fact that KBS does not ask others to do anything in any capacity that KBS would not be willing to do is the reason that we are one of the preferred business parties of institutional investors, lenders, and the very important brokerage community. The golden rule continues to be part of the KBS culture and a significant reason for its continued success.



James Chiboucas
Vice Chairman
Chief Legal Officer

Q: Are you concerned with rising interest rates? How will they affect property values?

I do believe interest rates are likely to rise further in 2014, but I don't expect the increase to be substantial. The 10-year Treasury rate is currently around 2.9 percent, and I expect it will increase to around 3.25 percent to 3.5 percent. The Federal Reserve recently announced it will begin to reduce its pace of monthly purchases of Treasuries and mortgage-backed securities. However, the Federal Reserve also announced it does not plan to raise short-term rates at all until 2015 at the earliest. Short-term rates will likely anchor longer-term rates and keep them from rising too much in 2014. With cap rate spreads at or near record-wide levels, an increase in the 10-year Treasury rate of less than 100 basis points is unlikely to have much of an impact on real estate values.

Q: What is one trend you have noticed in the market that did not exist three years ago?

The open collaborative work environment has been a big discussion point among building owners, brokers and tenants over the last few years and it seems to be gaining momentum. It has primarily been driven by the tech industry, but we are also seeing it in other industries as well. The difference between a "tech" collaborative work environment — that may have a seating arrangement of eight employees on a long table — and other industries is that most



Rodney Richerson
Regional President
Western U.S.
Dir., Asset Management

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Think Tank

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tenants are focused on a blended concept. Most tenant build-outs that we are seeing still have private or "focus" work environments, but they are providing more collaborative work spaces beyond the typical conference room. Specific examples would include conversation pits, open space conference rooms, larger kitchen areas with work tables for working lunches and lounge areas with Wi-Fi connectivity. As a landlord, we are trying to add these types of amenities for tenants in our buildings so that they don't need to include this square footage in their leases.



Lori Lewis
Executive Vice President
Dir., Finance/Underwriting

When placing financing on KBS assets, the KBS Financing Team looks first at the strategy of the particular asset(s) so that the debt supports the overall plan for the asset. KBS financing managers work closely with the asset management team to understand leasing and capital programs planned for the property so that the appropriate financing structure can be obtained to complement such a strategy. Additional financing proceeds are often structured to fund capital programs necessary for lease up or repositioning of an asset. "Good news" dollars are typically available from our lenders and are tied to leasing performance and overall improvement in cash flow. KBS' conservative leverage levels (typically around 55 percent LTV) provide adequate funding without exceeding levels that can be comfortably supported by the asset. Tenants today want the confidence of knowing they are not in an overleveraged building.



Ken Robertson
Regional President
Central U.S.

A great location, building management who are friendly and treat you like a customer every day (not just when you are shopping for space), great places to eat, shop, work out, have a drink with co-workers and friends, as well as fantastic space — these attributes are almost always on the top of a tenant's wish list.

Q: How is KBS financing tailored to meet the needs of the asset and its tenants?

When placing financing on KBS assets, the KBS Financing Team looks first at the strategy of the particular asset(s) so that the debt supports the overall plan for the asset. KBS financing managers work closely with the asset management team to understand leasing and capital programs planned for the property so that the appropriate financing structure can be obtained to complement such a strategy. Additional financing proceeds are often structured to fund capital programs necessary for lease up or repositioning of an asset. "Good news" dollars are typically available from our lenders and are tied to leasing performance and overall improvement in cash flow. KBS' conservative leverage levels (typically around 55 percent LTV) provide adequate funding without exceeding levels that can be comfortably supported by the asset. Tenants today want the confidence of knowing they are not in an overleveraged building.

Q: How do you attract tenants in today's market?

In simple terms, most Class A office tenants are looking for work environments that make their organizations and people more successful. The next logical conclusion is to realize that creating places that people are excited to work in and look forward to coming to is a big part of this.



Marc DeLuca
Regional President
Eastern U.S.

characteristics; therefore, owners who have the foresight and ability to differentiate their properties will see a higher level of activity from prospective tenants and their brokers.

Here at KBS, we have undertaken many initiatives to differentiate our properties. These initiatives vary from on-site conference and fitness facilities, on-site property management offices and cafés, to shuttle services and outdoor amenity space.

Q: What is driving companies today toward more efficient use of space? Trends? Peers? Company culture?

It's all of these items and more. The all-important bottom line is a key driver, but companies also want happy employees. The culture of the day is embracing an open/collaborative work environment. Thus, employers are able to shrink their footprints while offering employees the "cool" workspace they desire.

Another driver is that our society is relying less on paper. People are accepting electronic storage as the new norm and trusting that back-up systems are in place to manage system failures. As such, many businesses no longer require file rooms, and offices can be smaller as less furniture is required to store paper files. I fully expect the trend toward efficiency to drive leasing decisions for many years to come.



Brent Carroll
Senior Vice President
Northern Calif., Arizona

Q: What is the biggest challenge facing property owners today?

I believe one of the biggest challenges facing office property owners today is the need to differentiate their property from other properties within their competitive set. With a limited supply of new construction in many markets, when tenants are looking for new homes, they are often limited to buildings that were constructed years ago. In many cases these properties have many of the same

characteristics; therefore, owners who have the foresight and ability to differentiate their properties will see a higher level of activity from prospective tenants and their brokers.



Shannon Hill
Senior Vice President
Northeast U.S.

Q: Is today's office property more than just a place to work?

It's certainly a place to work, but it's appealing to people's lifestyle needs. The way tenants are utilizing their space today is changing very quickly. Modern office space today incorporates a more open plan and encourages employee collaboration, yet at the same time allows increased employee density in an effort

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Think Tank

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to decrease costs. Typical FIRE (finance, insurance, real estate) tenants have successfully reduced space needs by 20 percent to 30 percent on average, where some technology tenants are pushing employee density levels to eight people per 1,000 square feet. As employee counts rise, landlords have to offer more to attract tenants. Building amenities and immediate access to local amenities is the key. KBS offers companies an environment to help them attract and keep top-quality employees.



Mark Brecheen
Senior Vice President
Northwest and
Colorado

Q: How do you streamline the lease agreement negotiation process?

I think the most important aspect in a lease negotiation is consistency, which in turn develops trust. At KBS we work hard to develop relationships with all the various real estate professionals in each of our markets. Typically by the time we reach the point where we negotiate a lease, most of the "heavy lifting" is complete. In order for us to reach this point, a number of things have already happened: Our building has been selected, our property management team has put forth a building in top form, and our leasing representatives have effectively communicated the commitment we have to the success of the property. When the actual negotiation begins, we have two parties working toward a similar end goal, effectively making the negotiation straightforward for both parties.

Q: What is your philosophy toward tenant service?

Tenants are our customers, so it's key to cater to their needs at multiple levels. At the property level, we offer strong amenity packages like on-site fitness/shower/locker facilities and concierge services that can provide tenants with great day-to-day experiences. We're also providing a high level of service on the corporate side where our ability to meet with key decision makers and establish relationships allows tenants to have a direct line to the landlord — not to say they always use it, but often it ends up being easier to make a deal with a tenant when we've already made a connection. Knowing they can call us directly is a service many other landlords don't offer.



Giovanni Cordoves
Senior Vice President
Minneapolis, Austin,
San Antonio, Houston



Tim Helgeson
Senior Vice President
Southern Calif.,
Salt Lake City
Las Vegas

Q: What is the key to solid tenant retention?

Providing an environment that supports the business needs of our tenants and allows them to thrive. At KBS, our property teams proactively communicate with our clients/tenants to not only ensure building services (security, HVAC, elevators, restrooms and parking) are delivered to the highest standard, but to also ensure KBS properties represent an environment that will help our tenants attract and retain valued employees and grow their businesses. This is supported through KBS' commitment to enhance common area amenities such as fitness centers, conference centers, outdoor meeting areas and tenant-focused retail. KBS believes the value of our properties is directly tied to tenant satisfaction. Our focus is to achieve solid tenant retention by investing with a long-term focus on both our properties and tenant relationships.

Q: How important is good space design in today's business environment?

It's critical! Good space design provides an environment that helps companies achieve their business plan through efficiency, flexibility, teamwork, recruiting/retention, and cost reduction, among others. The last economic downturn taught companies to do more with less, so every inch of space must be usable. One size doesn't fit all, but there are general consistent trends. Open and creative environments foster such things as collaboration, communication, a team culture, and energy. Designs are moving from window-lined offices to internal offices, which allows light to enter the entire premises, does not impact the open environment, and still provides privacy when needed. Spaces serve multiple functions, such as providing open break areas that flow into other areas for large gatherings. These open areas can also allow for spontaneous conversation, meetings, or video conferencing. Breakout rooms are also popular for team workspaces as well as shared private enclaves where employees can think and work smarter. Firms are also embracing technology and mobility trends, including the cloud, strategically placed iPad docking stations, and standing work areas with high tables. For a design to be successful, the tenant, architect and landlord need to partner to understand how the tenant's business functions, and then design for the desired culture.



Brett Merz
Senior Vice President
Chicago, St. Louis,
Louisville, Kansas City



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A conversation with KBS tenant T. Boone Pickens

One of the greatest capitalists of the modern age, legendary oil and gas investor, shareholder advocate, clean energy pioneer, land developer, rancher, billionaire philanthropist and great grandfather sits down to chat with Premier Office Magazine about energy, business, fitness and life on the ranch at 85.

Premier Office Magazine Editor Phil Diment caught up with Boone Pickens on a Friday afternoon at his office in Preston Center in Dallas.

Phil Diment: It was about 40 years ago that the OPEC oil embargo took place and Richard Nixon made a statement that we need to be less dependent on foreign oil. Yet 40 years later, the United States is still addicted to foreign oil. Can you comment on that?

T. Boone Pickens: It has gotten better. We are not importing as much oil from OPEC as we did. We had the Arab embargo in '73, then Nixon made his statement that we had to get off the OPEC oil, yet OPEC oil imports have increased up until about three years ago when we started to come down. Why? Because the oil and gas industry in the United States has done an unbelievable job of finding oil and gas in this country. People ask, "Did they do it for the country?" Hell no, they did it to make money. Free enterprise is fabulous in America because it fixes a lot of things. Here the industry has done a great job and we have reduced OPEC oil down to about half of the 18 million barrels per day that we consume in America.

PD: You have a plan for American energy known as the Pickens Plan that would do wonders for our economy. A

key component of that plan involves clean natural gas, of which we have vast resources. Is this a less expensive fuel for America's transportation network?

TBP: Natural gas is much cheaper and 30 percent cleaner. I only focus on heavy-duty trucks. You have to have the engine for it, but I do drive a Honda GX Civic, which uses natural gas.

I'll tell you what. For 30 days let's put gasoline in your house and natural gas in your car...

PD: Where do you fill up for gas?

TBP: In my garage. And my fuel is less than a dollar a gallon. There is a device the gas company can install that compresses the same gas that you use for your home heating and appliances — and you put it in your car.

PD: I'm sure people ask this question: Is it dangerous having compressed natural gas [CNG] in a vehicle?

TBP: Gosh, think about this. Do you think natural gas is dangerous compared to gasoline? I tell people, "I'll tell you

what. For 30 days let's put gasoline in your house and natural gas in your car."

PD: I get the point. You know it's interesting, Boone, I was driving to work the other morning — I looked over and there's a brand-new Waste Management trash truck and it had the little green CNG sticker.

TBP: That's what's happened to the trash hauling business. The Waste Management CEO was on a program with me in Washington two weeks ago and he said that all of the trash trucks that they buy now are on natural gas.

PD: Why are municipalities moving in this direction?

TBP: Well, in California it's an environmental issue. Down where you live in Orange County, it's mandated by the South Coast Air Quality Management District. The Los Angeles Metropolitan Transportation Authority went to compressed natural gas 25 years ago and they have the biggest mass transit bus system in the U.S. The biggest in the world is Beijing — twice the size of Los Angeles.

PD: I was in Beijing shortly before the 2008 Olympics, and I recall the air being a little difficult to breathe.

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Photo courtesy Wade Griffin Photography

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America's "Natural Gas Highway" will provide coast-to-coast and border-to-border truck fueling. The blue dots represent existing natural gas fueling stations.

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TBP: I was there around the same time, and you may remember the government told people they could only drive their cars on certain days. Either that or go to jail. They were trying to clean up the air quality.

PD: So are large 18-wheelers a good candidate for CNG?

TBP: It's kind of the route that the 18-wheeler uses. If you are working out of a distribution center, like Wal-Mart for instance, compressed natural gas is very convenient, not unlike trash trucks. But if you are talking about long hauls over the road, then liquefied natural gas [LNG], is probably the better fuel. LNG is not as easy to come by as CNG. Natural gas is up every street and down every alley, so it's convenient, but LNG has to go through a plant to liquefy it. But all of that is becoming available on the Natural Gas Highway [a network of fueling stations around the country].

What they should do is the same thing that Southern California did for trash trucks — that is, mandate natural gas for 18-wheelers in the U.S. because of air quality. It's an environmental issue that actually saves you money. Can you imagine going to the cleaner [method] and that's the cheaper [method]? It's almost too good to be true.

PD: I've heard you use the term "Bridge Fuel" with respect to natural gas for transportation. Can you explain?

TBP: There is going to be another fuel — we know that. Wind and solar are not quite there. The wind doesn't blow every day and the sun doesn't shine every day. Wind and solar are good additions to our power generation, but those are not transportation fuels, so you have to use the fossil fuels. Natural gas is going to be the bridge to take you to the next fuel sometime in the future. I have had people talk about 20, 30, 40 years. Listen, you are going to be producing natural gas in this country 100 years from now.

Natural gas is up
every street and
down every alley...

PD: Looking into the future, what fuel do you think is at the other end of this bridge?

TBP: Oh, it will be battery or fuel cell or something. But you are not there yet. Will a battery work?

No question it will, but currently batteries work on light duty — but to start to move heavy loads, fuel cells are not ready yet. Those technologies will be developed over time, and what we need to do is keep our minds open. What always moves you in the United States is the cheaper fuel.

PD: I have a question about the Pickens Plan. You rolled it out in 2008. The president of the United States even mentioned it in his 2012 State of the Union. How big of a PR team do you have to promote this plan?

TBP: We spent over \$100 million — I did personally. And now it is a fraction of the cost that it was back five years ago. We ran a lot of TV ads and everything else. I think we established that natural gas was a very important resource to America, and to get on our own resources and get off OPEC oil. That is not hard to understand. People say, "Well, exactly how do we do that?" Very simple. We have plenty of natural gas,



and we know what we are importing, so get on our resources. Nobody argues with me. I can make speeches, ask for questions from the audience. Nobody gets up and says, "Boone, that is a bad idea." They say, "How fast can you build the infrastructure?"

PD: For people who want to get on board with the Pickens Plan, what does it cost? Where do they sign up?

TBP: It costs thousands of dollars — no, it costs nothing. You just sign up at www.pickensplan.com and I'll keep you up to date on energy in America, and it won't cost you a dime.

I'm 120 years old.
Actually I've seen and
been through enough
to qualify for 120.

PD: After Mesa Petroleum sold, you did not quit. Instead, you harnessed your knowledge and restarted your career right here in Preston Center. That was in 1996. You had five employees who stuck with you and some used furniture. How have you grown your team since 1996?

TBP: That was when we formed BP Capital. Today we have two hedge funds here. One is an equity and one is a commodity hedge fund. We are in the process of raising private equity capital now to develop another fund. And we have two other mutual funds that we are developing at the same time. I have developed some very good people here and they want to expand, and so in their ideas I put money and go to the public for some of the money, too.

PD: You were also instrumental in forming Clean Energy Fuels, a company headquartered right in Newport Beach, Calif., where KBS is based, and traded on the NASDAQ. Tell us about this company.

TBP: Clean Energy Fuels has grown dramatically. We have over 400 fueling stations on the Natural Gas Highway.

Some of these are operational and some are mothballed until the trucks show up. You have to have the fuel before the trucks come. The missing link was the 12-liter natural gas engine, which Cummins has now delivered and are expecting to see their sales going up very fast.

PD: What qualities do you look for when you hire people?

TBP: Real simple — you've gotta have a good education, and you've gotta have a good work ethic. And that's it.

PD: How old are you, Boone?

TBP: I'm 120 years old. [chuckle] Actually, I've seen and been through enough to qualify for 120. I am 85. I was born May 22, 1928.

PD: You look great. Do you still work out in the mornings?

TBP: Six-thirty this morning. I have had the same trainer for 22 years. Every session is different with the exception of one thing. I start on the treadmill and it starts and stops at 10 degrees, and I am on there for one mile and the speed is 4.0 miles an hour. Then I do either lunges or squats. I do four sets of 20 on squats with a 75-pound vest on. And if it's arms and back, today I did four sets of push-ups, 15 each, and four sets of pull-downs... pullin' down 200 pounds.

PD: In the 1980s when you were running Mesa Petroleum, you were an outspoken voice on physical fitness, and your company earned the honor of most physically fit company in America. What did you do to earn that distinction?

TBP: We put in a very nice physical fitness facility, and I sold the directors on it. I said I can show you that in three years this will have paid out, and it will be paid out on cheaper health care costs. And so we could compare to peer companies on health care costs and in most cases we were half the cost that they were and we had less than half the time off for sickness as they had — and we were self-insured.

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WHO IS T. BOONE PICKENS?

- Born May, 22, 1928, in Holdenville, Okla. At age 12, expanded his newspaper route from 28 papers to 156.
- Attended Texas A&M on a basketball scholarship of \$25-a-month, which he lost. Transferred to Oklahoma A&M (now OSU), earning a degree in geology. Texas A&M counts cutting Pickens' scholarship as one of their greatest mistakes. He has donated approximately \$176 million to OSU.



- In 1951, landed a job as a geologist for Phillips Petroleum. Chafed by corporate life, Pickens left Phillips in 1954 and struck out with \$2,500 and two investors. Formed Petroleum Exploration, Inc. (domestic opportunities) and later Altair Oil & Gas (Canada).
- Built Mesa Petroleum in 1964 and took it public. Mesa produced more than 3 trillion cubic feet of gas and 150 million barrels of oil from 1964 to 1996. With Pickens at the helm, Mesa earned the distinction of "Most Physically Fit Company in America" in 1985.
- Pickens rose to national fame in the late 1970s and early 1980s after orchestrating several takeovers and attempted takeovers of major oil companies. Pickens was so influential during his takeover days that he earned a spot on TIME magazine's cover in March 1985.
- In July of 2008, launched The Pickens Plan, a self-funded \$100 million grassroots campaign aimed at reducing U.S. dependence on imported oil. President Obama referenced the plan in his 2012 State of the Union Address.
- During the past few years, his uncanny on-the-mark forecasts on the price of oil have made him the focus of major news programs and led CNBC to label him the "Oracle of Oil."
- The breadth of Pickens' philanthropy has been staggering, having donated \$1.1 billion during his career thus far.



Pickens donated \$10 million to underwrite the Air Force One Pavilion at the Reagan Library in Simi Valley, Calif. The Boeing 707 on display served seven U.S. presidents.

◀ Continued from PAGE 13

PD: Boone, you don't believe in retirement. What drives you?

TBP: Well, I like what I am doing. I really do enjoy working and I like to give money away. The only problem is right now I have run out of money to give away. So I am at a point where I've got to make more money.

PD: Can you tell me about your University of Texas challenge?

TBP: We gave \$100 million, and half of it went to UT Southwestern and half to MD Anderson Cancer Center. I said, "OK, I'll give you the money now and you agree that you will get 10 times what I gave [\$1 billion]." I also stuck in a little caveat, and it was that if they didn't each raise their share in 10 years, they had to give what they raised to Oklahoma State.

PD: Did they raise it?

TBP: They raised it all! We've been able to give about \$1.1 billion to charitable causes. When I give, it's not matching funds. I don't count somebody else's money. It's what I gave out of my stack. End of the deal.

PD: How many U.S. presidents have you known personally?

TBP: Well, let's see. There was Abraham Lincoln — oh, I am not that old. I guess really the first one I met was Johnson, then Nixon, Carter, and from there forward. It would go back to about the mid-sixties I met President Johnson.

PD: The Air Force One Pavilion you helped finance at the Ronald Reagan Library is a stunning exhibit. You knew President Reagan. What was he like?

TBP: He was a very charismatic person and he was very smart. There was one thing though that people misread. He was approachable — that was correct. He just was easy to talk to. But people had the idea that he was so approachable that in 15 minutes they might change his mind on something. Forget it, You didn't change his mind. But he would listen to you. He had his own plan and he carried it out. There's no question people loved him in both parties. He was the best president that I ever voted for.

PD: I've heard a lot about your ranch in the Texas Panhandle, Mesa Vista Ranch. I know you are in love with this place. Tell me a little about it.

I can fuel out there
and I can go off
that ranch runway
nonstop to Beijing.

TBP: I bought my first piece of land in Roberts County in February of '71 and now it's 68,000 acres. I have some very nice improvements including about 20 miles of lakes that are all stocked. I have 600 Angus cows and 39 bulls and the cattle are on 18,000 acres — part of that is improved pasture and the other 50,000 acres has been essentially given to wildlife. I've been damn near everywhere I want to go, except I can't get enough of the ranch. I have a 6,000-foot runway there — so I can fuel out there and I can go off that ranch runway nonstop to Beijing. Thirteen hours is about what it is.

PD: I've read two of your best-selling books, my favorite being "The First Billion Is the Hardest." One thing that struck me is that you are a very good networker — either that or you have the best secretary on the planet.

TBP: I have the world's best secretary and the world's best PR guy. Sally Geymüller and Jay Rosser. The three of us work very closely together. We all have our own circle that we network

The improvements at 68,000-acre Mesa Vista Ranch are nothing less than spectacular. Much of the ranch has been given to wildlife.



with, but we bring in a lot of information to all of our people here. I am big on information.

PD: I get the impression that you work very closely with your BP Capital team.

TBP: Our first meeting is when the market opens in the morning. We're in there. Who's in there? About six or eight of us, and we're there for maybe one to two hours and then we regroup at noon and we eat in the same room where our information is. We have all of our markets up and everything where we can watch, and they're updating continually. Then we have a meeting at the end of the day after the market closes. And so there are a lot of meetings, but in those meetings I tell our people, "Look, you're not an observer here." That only goes on for a month. After that you are a participant — you have to bring something to the meeting.

PD: Boone, what's one thing that you want to be remembered for?

TBP: I've been a fair person. I've been a hardworking person. I've helped a lot of people, educated a lot of people, and I think the legacy will clearly show what my contribution has been to mankind — but I am not through contributing. I have things I want to do and I am hoping the Lord will give me time to get them all accomplished.

PD: What are you a sucker for?



To view a full video of the KBS interview with Boone Pickens, which contains more insights and some humorous anecdotes, please visit www.premierofficemag.com.

TBP: [laughter] Ice cream.

PD: What flavor?

TBP: Whatever you've got!

If you want to take a big bite out of it, brother, in America that's available to you.

PD: What advice would you give for the younger generation who want to live the American dream?

TBP: You need a good education, but college isn't for everybody — for some people that isn't what they want to do. Good skilled labor can do extremely well. You've got to have a good work ethic and be committed if you are going to make a lot of money. You've got to build relationships and always protect your reputation by serving well and being honest. And you know you couldn't give anybody any more than that. And if you got those, it's just how far do you want to go? How big a bite of the apple do you want to take? If you want to take a big bite out of it, brother, in America that's available to you. You can go after it however you want to.

I'd have to say there were times that I was too interested in working and maybe didn't spend that much time at home, but I got through. I've got great kids, eleven grandchildren and three great grandchildren. We're all going along pretty good together. We're a pretty tight crowd.

PD: Boone, you've been very generous with your time. Thank you very much. America loves you. Keep going strong. KBS really values you as a tenant here in Preston Commons.

TBP: I tell you what, we're hangin' in there. It's like my dad used to say, "Son, just be like a bulldog. Lock down and hang on." So we're bulldoggin' this thing as best we can.

OCM

"BOONEISMS"

T. Boone Pickens doesn't pull punches. Some of his wisdom comes in simple, effective reflection. Some time back, members of his family and staff, who refer to these insightful romps as "Booneisms," began jotting them down. The following are but a few:

"A plan without action is not a plan. It's a speech."

"I learned early on that you play by the rules. It's no fun if you cheat to win."

"Be willing to make decisions. That's the most important quality in a good leader. Don't fall victim to what I call the 'ready-aim-aim-aim-aim' syndrome. You must be willing to fire."

"Keep things informal. Talking is the natural way to do business. Writing is great for keeping records and putting down details, but talk generates ideas. Great things come from our luncheon meetings, which consist of a sandwich, a cup of soup, and a good idea or two. No martinis."



KBS rolled out an enhanced acquisitions and asset management structure under the leadership of three regional presidents, Marc DeLuca (left), Rodney Richerson (center) and Ken Robertson (right).

KBS Realigns Senior Management Team

KBS is pleased to announce a restructuring of its senior management team. Ken Robertson has been promoted to regional president for the Central region of the United States replacing Rodney Richerson, who has assumed the responsibility as Western regional president. Richerson replaces retiring executive of 17 years, William Milligan. Additionally, KBS tapped former Clarion Partners Managing Director Marc DeLuca as its Eastern regional president, succeeding retiring executive of 22 years, Charles Lindwall.

KBS is also bolstering its asset management team with a revised structure where asset managers will run point on acquisitions, strategy development, multiyear business plan implementation and eventual disposition of any particular investment. This strategy was successfully implemented in KBS' Central region, and it is anticipated to be just as effective as the company moves forward with the new structure on a national scale.

As part of the enhanced acquisition and asset management team, three new

market leaders have each been assigned specific territories in which they will identify new acquisitions and manage a portfolio of assets. Tim Helgeson comes to KBS from Newmark Grubb Knight Frank and joins market leaders Mark Brecheen and Brent Carroll as a senior vice president in the Western region. Helgeson will oversee assets in Southern California and Salt Lake City, Utah. Two new market leaders join KBS' Central region. Ryan McManigal was promoted from investment analyst to vice president and will oversee KBS' largest concentration of assets in Dallas, Texas. Additionally, KBS tapped former Cresa Partners executive Brett Merz, who joins KBS as a senior vice president overseeing a large portfolio of assets distributed throughout Chicago, St. Louis and Louisville, Ky.

"The restructuring of KBS' asset management team is an opportunity for us to further strengthen our presence in each of our key markets," said KBS CEO Charles Schreiber. "We are pleased to promote Rodney Richerson to Western regional president and Ken Robertson to Central regional president, and we are also very excited about promoting Ryan McManigal and welcoming Brett Merz and Tim Helgeson to our team."

Peakview Gets Peak Upgrades



KBS recently acquired 261,149-square-foot Peakview Tower and went right to work creating upgrades that would maintain the property's status as one

of the top-performing properties in Denver's Southeast Suburban market. Some of the upgrades included completely remodeling the conference room with conference phones, HDTV, minicomputers, task tables, full-service coffee bar and kitchen and increasing the seating capacity. Corridors within the building were also remodeled as well as exterior upgrades to the building entrances. How did the tenants celebrate the upgrades? With gourmet hot dogs from Biker Jim's Food Truck. It's a Denver thing.

KBS Welcomes Endurance Reinsurance to Park Avenue



KBS was pleased to welcome Endurance Reinsurance Corp. to Park Avenue at Morris County, a six-building premier office park in Florham Park, N.J. The 1.2-million-square-foot park is situated in a beautiful natural setting with trees and walking trails, yet provides easy access to New York City. Endurance Reinsurance signed a 10-year, 27,000-square-foot lease for the top floor of Park Avenue's 600 Building. KBS has recently announced numerous

upgrades to the park's suite of amenities and services, all aimed at maintaining its status as the premier business park in northern New Jersey.

Tower 909 Celebrates New Perks for Tenants

KBS sponsored a private party for brokers recently to announce new perks at Tower 909, located on the waterfront of Lake Carolyn in the Las Colinas Urban Center in Irving, Texas. "Our vision with this property is an amenity row concept," commented KBS Regional President Ken Robertson. "Some of the popular new amenities include a Wi-Fi lounge and a conference facility with a shared kitchen and café. We also unveiled a new fitness center that offers popular new 'fitness-on-demand' programs for tenants who want to try the latest fitness programs in a first-class environment without having to travel to an expensive downtown club. We have an attitude that our building should not just be a place to work, but a place that meets many of the lifestyle needs of today's working professional."



National City Tower Hosts "Fight for Air Climb" and Breast Cancer Awareness



KBS' National City Tower installed its annual 19-foot pink ribbon sculpture in the month of October in support of breast cancer awareness.

The property also hosted Louisville, Kentucky's first annual "Fight for Air Climb" on February 1, 2014. The event drew hundreds of participants to climb the scenic tower's 40 floors, all to benefit the American Lung Association. The event was sponsored by Humana Vitality, Cassidy Turley and Kindred Healthcare.

Game On!



Atlanta's Northridge Center is a key acquisition in one of KBS' opportunistic funds. As a big supporter of the community, KBS recently allowed the building to be used by the Sandy Springs SWAT Team for a day of training as different hostage situations were simulated in an occupied building. Who's the skinny kid in the photo? That's Blake Penny, son of Charles Penny, who manages the building for KBS. Blake got to play the bad guy. The Sandy Springs Police Department was very appreciative of KBS for use of the property.

KBS Jobs for Vets Program Salutes Keith Lisby



KBS was pleased to announce the hiring of Keith Lisby through its Jobs for Vets program that seeks to connect military veterans with jobs available at KBS-owned properties. Keith served in the U.S. Air Force earning the rank of senior master sergeant. Keith will be employed by Advantage Security, a major supporter of the KBS Vets program having hired five vets to work at KBS properties in the greater Denver area. Keith will work at KBS-owned Granite Tower in Denver. "I like this job very much," commented Lisby. "Thank you for helping vets and for this opportunity." Keith commented that he enjoys auto mechanics, sports and playing computer games with his grandkids. Read more about the KBS Jobs for Vets program on page 34.

Helping Wounded Vets

KBS was honored to celebrate the grand opening of Fairfax Health Center at its Redwood Plaza III building in Fairfax, Va. The Center is part of an integrated health care network providing world-class medical services to wounded, active duty service members, retirees and family members in connection with the Fort Belvoir Community Hospital.



KBS 2013 Acquisitions Top \$1.7B



KBS almost crested the \$2 billion mark in 2013 with 19 acquisitions that totaled \$1.75 billion and more than 7 million square feet located in key markets across the country. Some of the more prominent deals included 1.4-million-square-foot 500 West Madison in Chicago and 688,019-square-foot RBC Plaza in the heart of downtown Minneapolis.

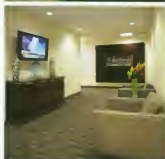
Be Our Guest!



KBS teamed up with Transwestern Commercial, Hanover Partnership, and Quality Paint & Dimensions to provide a Christmas dinner for 180 senior citizens who otherwise would not have been able to celebrate the season. Volunteers helped to bag groceries and turkeys and worked with vendors to raise over \$6,000 for the cause.



RECENT KBS ACQUISITIONS



201 Spear Street

San Francisco, CA

201 Spear Street is a Class A office tower located on the waterfront within San Francisco's South Financial District. The property's key tenant is Verizon Business Services.

The property contains 246,563 rentable square feet and is situated in what is one of the nation's top-performing office markets. 201 Spear Street is in proximity to everything downtown San Francisco has to offer and is just two blocks from the site of the new \$4.2 billion Transbay Terminal project (scheduled completion 2017). The property is also proximate to Market Street (and BART access), the recently revitalized Embarcadero Promenade and the iconic Ferry Building, as well as a number of new high-rise residential towers.

Size.....246,563 SF
Class.....A
Stories.....18
Market.....South Financial District

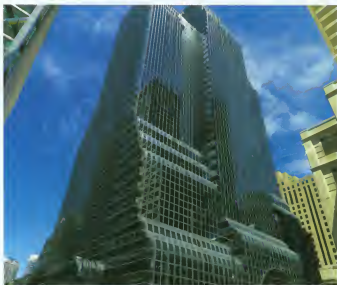
Preston Commons and Sterling Plaza

Preston Center (Dallas, TX)

Preston Commons and Sterling Plaza combined total 741,408 square feet of trophy-quality Class A space in the coveted Preston Center submarket of the Dallas/Fort Worth area. Preston Commons is LEED-EB certified and consists of a bank building built in 1958 and the East and West Towers built in 1986 — both total 427,799 square feet. Sterling Plaza is an impressive 19-story LEED-EB-certified tower also in the Preston Center market. The property totals 313,609 square feet.

The Preston Center submarket is prominently located in close proximity to Dallas' most prestigious residential neighborhoods and is considered a perennial leader in Dallas in terms of occupancy and rental rates.

Size.....741,408 SF
Class.....A
Stories.....Preston: 8-9, Sterling: 19
Market.....Preston Center



500 West Madison
Chicago, IL

500 West Madison (Citigroup Center) is an iconic 40-story, 1.4-million-square-foot office tower located in Chicago's West Loop. The building sits above Ogilvie Transportation Center, one of two main train stations connecting the Chicago suburbs with downtown Chicago. The property is Chicago's largest Class A, LEED Gold-certified building and features a distinct Art Deco design. It has twice been named Building of the Year by the Building Owner and Managers Association.

The first two levels at 500 West Madison contain 64,289 square feet of retail space with 45 stores and restaurants. The second level connects directly to the Ogilvie Transportation Center providing direct access to city trains, buses and expressways.

Size 1,457,724 SF
Class A
Stories 40
Market West Loop



One Washingtonian Center
Gaithersburg, MD

One Washingtonian Center is a Class A office tower located within the I-270 Corridor submarket of Gaithersburg, Md. This 14-story multitenant building is part of the exclusive Washingtonian Center mixed-use project, which includes restaurants, shops, hotels and offices overlooking a lake.

One Washingtonian Center contains 321,007 rentable square feet and has earned the coveted LEED-EB Platinum certification with a high Energy Star score of 95. Located on the west side of Interstate-270 in Montgomery County, the property is approximately 30 minutes northwest of downtown Washington, D.C. On-site amenities include an upscale café, a conference facility and tenant lounge.

Size 321,007 SF
Class A
Stories 14
Market I-270 Corridor

Working Like a Dog

Nutro has made KBS' McEwen Building a pet-friendly office



"Dog Days" aren't so bad at Nutro. In fact, they add to the culture of the company.

As you step into The Nutro Company global headquarters, you immediately know something is different. A rhythmic pant fills the air, briefly interrupted by a peculiar, yet playful scuttle. Jet black, scraggly brown, and white with plumes of curls — they stare at you with curious brown eyes — noses twitching fervently in the air. One by one the drumming starts, each wagging its tail with a gentle thud to the floor. You are right. Something is different at The Nutro Company.

One of the country's leading natural pet food companies, The Nutro Company takes "man's best friend" to a whole new level.

"We truly believe pets make the world a better place, especially in the office. Several of our associates bring their [well-trained] dogs to work with them daily,"

said Rodolfo Spielmann, president of The Nutro Company. "They are wonderful additions to our workspace, especially when you're having an intense discussion and you look up to see a couple dogs playing with each other or 'taste testing' one of our new products."

"We truly believe pets make the world a better place, especially in the office."

For 88 years, The Nutro Company has been creating nutritious natural pet food using the finest ingredients available. Founded in 1926 as Nutro Products, the company has built a solid reputation for producing a higher-quality product than other pet foods on the market, helping it

generate a loyal customer base across the globe.

"Like you, we care about what goes into your pet's food. We buy our own ingredients and can trace all of our natural ingredients back to their suppliers," said Kelly Lowry of office services at The Nutro Company. "We take pride in providing the most advanced, natural products in the industry."

The global headquarters of The Nutro Company totals 37,000 square feet and is nestled on the first and second floors of the KBS-owned McEwen Building located in the Cools Springs submarket of Nashville, Tenn. The Nutro Company moved here from California in 2008. In recent years, Cool Springs has become the location of choice for many corporate relocations. Developed as part of a 93-acre mixed-use project along I-65, the McEwen Building provides The Nutro Company direct access to its Lebanon, Tenn., plant and its sister company, Mars Petcare.

"Nashville is a wonderful location for our global corporate headquarters. The close proximity to the city of Nashville as well as to the countryside provides a plethora of options for nature lovers, adventure seekers and history buffs alike," said Lowry. "The McEwen Building was purchased by KBS well over a year ago, and we have experienced nothing but outstanding service. Cassidy Turley management has been a pleasure to work with and the building has continued to exceed expectations."

The Nutro Company has been a part of the Tennessee community since 1993 when its Lebanon manufacturing site opened. It also owns manufacturing plants in Kansas City, Mo., and Victorville, Calif. In 2012, the company and Mars Petcare



Nutro's global headquarters is located in the McEwen Building, Nashville, Tenn.

broke ground on an \$87-million, four-building Global Innovation Center in Thompson's Station, Tenn., that will serve as the companies' home base for creating future innovations in pet food for the North American market.

"The pet food industry is one of the fastest-growing industries as the humanization of pets becomes more and more prevalent," said Lowry. "We look forward to continuing to play an important role in driving forward the innovation within the natural category and truly making the world a better place for pets through not only our food, but our oral care treats."

Throughout its 88-year history, The Nutro Company has experienced substantial success, bolstered by a vision for healthy pet living that has percolated beyond the food bowl and into the local community. The company sponsored several Nashville-area dog parks, including

Brentwood's Nutro Dog Park in Tower Park, in addition to Franklin's K-9 Korral and Freedom Run dog parks. Also, in support of the Mars Volunteer Program, Nashville-area Nutro associates volunteer with the Meals-on-Wheels organization to deliver meals to seniors and provide pet food to their furry family members in a program called "AniMeals-on-Wheels." This year, they delivered more than 15,000 pounds of pet food across middle Tennessee.

The Nutro Company's brands and products are available exclusively at pet specialty stores and encompass NUTRO® MAX®, NUTRO® NATURAL CHOICE®, and NUTRO® ULTRA™, in addition to the GREENIES® brands which include GREENIES® dental chews, the number one vet-recommended pet treat. For more information on The Nutro Company, please visit www.nutro.com.



The Nutro Company Milestones

- 1926**
 John Saleen purchased a dog food company and renamed it Nutro Products.
- 1976**
 Nutro Products was purchased by Dave Trattel, taking the business international.
- 1992**
 The company offered the first pet food to guarantee healthy skin and shiny coat.
- 2000**
 Natural Choice® Adult pet food became America's number one selling lamb and rice dog food.
- 2006**
 Mars, Incorporated acquired GREENIES®, combining NUTRO® into The Nutro Company.
- 2006**
 GREENIES® dental chews became the number one pet treat.
- 2007**
 Nutro Products was acquired by Mars, Incorporated.
- 2012**
 The Nutro Company was the first pet food company to secure the American Feed Industry Association certification.



Nutro is actively involved in giving back to the local community, like Franklin's K-9 Korral.

KBS PREMIER PROPERTIES

WHERE YOU WANT TO BE

KBS is one of the nation's most respected commercial property owners, providing premier office space in key markets to thousands of tenants across the United States. KBS is a well-funded operator with the necessary capital to maintain and operate its buildings to the highest standards.

ARIZONA

PHOENIX

Fountainhead Office Plaza
Brent Carroll
949.417.6500

CALIFORNIA

BAY AREA

201 Spear St.
Zach Siegel
415.397.1700

3200 N. First Street
Christian Marent
408.453.7422

350 E. Plumeria
Brent Carroll
949.417.6500

Bridgeway Tech Center
Chris Shaffer
408.982.8451

Corporate Tech Centre
Bob Steinbock
408.453.7424

Palo Alto Tech Center
John McKenna
650.688.8548

San Aleso
Dave Sandlin
408.282.3988

LA / Orange County
1635 N. Cahuenga
Chris DuMont
213.532.3285

Sepulveda Center
Stan Gerlach
310.550.2662

Union Bank Plaza
John McAniff
213.239.6300

SACRAMENTO

City Gate Plaza
Todd Eschelman
916.296.6890

Gateway Corporate Center
Ron Thomas
916.563.3002

Iron Point Business Park
Tom Walcott
916.563.3002

Kilgore Road
Ron Thomas
916.563.3002

University Park
Todd Eschelman
916.296.6890

SAN DIEGO

Horizon Tech Center
Eric Northbrook
858.334.4009

Torrey Reserve
Bill Cavanagh
858.546.5460

COLORADO

DENVER

Academy Point
Peter Thomas
303.407.1459

210 University
Pete Staab
303.260.4346

Crescent VIII
Andrew Piepgras
303.407.1457

Granite Tower
Pete Staab
303.260.4346

Peakview Tower
Andy Ross
303.260.6504

Westmoor Center
Austin Fairbourn
303.243.3022

FLORIDA

MIAMI

555 Washington
Steven Hurwitz
305.779.3175

City Place Tower
Kevin McCarthy
561.650.0900

Emerald View
Kevin McCarthy
561.650.0900

ORLANDO

Maitland Promenade II
Scott Bell
407.226.6214

TAMPA

Sabal VI
Mercedes Angell
813.223.6300

GEORGIA

ATLANTA

Great Oaks Center
Jeff Keppen
404.504.7923

Northridge Center
Scott Rees
404.671.4746

Overlook I
Adam Viente
404.995.6551

Powers Ferry Landing E.
Scott Rees
404.671.4746

Royal Ridge
Jeff Keppen
404.504.7923

Village Overlook
Scott Rees
404.671.4746

ILLINOIS

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312.819.1175

500 W. Madison
Michael Lirtzman
312.881.7017

Diehl Point at Cantera
William Elwood
630.573.7033

Woodfield Preserve
Robert Graham
847.706.4034

INDIANA

INDIANAPOLIS

Plainfield Business Ctr.
Matt Dickerson
317.810.7041

KENTUCKY

LOUISVILLE

National City Tower
Doug Owen
502.394.2516

MASSACHUSETTS

BOSTON

50 Congress Street
John Barry
617.439.9705

625 Mount Auburn
Robert Fitzgerald
617.912.7003

825 University Ave
Shannon Hill
212.600.2904

Rivertech
Shannon Hill
212.600.2904

MINNESOTA

MINNEAPOLIS

601 Tower at Carlson Ctr.
Brian Wasserman
952.924.4681

RBC Plaza
Sonja Dusil
612.355.2144

MISSOURI

ST. LOUIS

Pierre Laclede Center.
Mark Palmer
314.655.6010

Plaza in Clayton
Mark Palmer
314.655.6010

NEW JERSEY

Park Avenue
Jeffrey Heller
973.753.1100

Metropolitan Center
Greg Barkan
201.712.5812

Mountain View
Jodie Matthews
973.404.1541

Woodbridge Corp. Center
Jamie Drummond
201.460.5153

NORTH CAROLINA

CHARLOTTE

Crossroads Distribution Ctr.
Charlie Ripple
704.335.4436

RALEIGH

CapTrust Tower
Tish Turner
919.719.5431

Colonnade One
Ed Pulliam
919.831.8237

OKLAHOMA

TULSA

Meridian Tower
Terry Payne
918.392.7267

OREGON

PORTLAND

ADP Plaza
Chris Johnson
503.273.0351

One Main Place
Kevin Kaufman
503.221.4808

Triangle Corporate Park III
Trevor Kafoury
503.221.4896

PENNSYLVANIA

MULTIPLE LOCATIONS

I-81 Industrial Portfolio
Vince Ranalli
610.251.5194

TENNESSEE

NASHVILLE

Cumberland Business Ctr.
Taylor Hillenmeyer
615.248.1107

Riverview Business Center
Taylor Hillenmeyer
615.248.1107

Royal Parkway Center
Taylor Hillenmeyer
615.248.1107

The McEwen Building
Jim Smith
615.301.2830

TEXAS

AUSTIN

Domain Gateway
Troy Holme
512.482.5509

Great Hills Plaza
Mike Brown
512.328.5600

Las Cimas IV
Troy Holme
512.482.5509

Park Centre
Mike Brown
512.328.5600

South Park Commerce Ctr.
Ace Schlammeus
512.499.4942

South Tech Business Ctr.
Ace Schlammeus
512.499.4942

Westech 360
Mike Brown
512.328.5600

DALLAS

2230 Avenue J
Ryan McManigal
949.417.6565

Dallas Cowboys D.C.
Ryan McManigal
949.417.6565

Highland Park Place
Trey Smith
972.692.1750

Legacy Town Center
Celeste Fowden
214.979.6113

Parkway Office Center
Trey Smith
972.692.1750

Parkwood Place
Jeff Eckert
214.438.6348

Plano Business Park
Alan Clark
972.991.1330

Preston Commons
Burson Holman
214.979.6156

Providence Towers
Kim Brooks
972.361.1122

Richardson Office Portfolio
Sarah Catherine Norris
972.458.7600

Sterling Plaza
Dennis Barnes
214.979.6308

Tollway North Office Plaza
Justin Miller
972.361.1134

Tower 909
Kim Brooks
972.361.1122

HOUSTON

1800 West Loop
Michelle Wogan
713.270.3348

Clay Crossing
Darryl Noon
713.270.3325

Ten West Corporate Center
Giovanni Cordoves
949.797.0324

Two Westlake Park
Doug Little
713.272.1284

West Loop I & II
John Spafford
713.209.5823

SAN ANTONIO

City View
Lindsey Tucker
210.507.1131

Fountainhead Tower
Kelly Ralston
210.253.2928

UTAH

SALT LAKE CITY

Gateway Tech Center
Scott Wilmarth
801.869.8025

Parkside Tower
Scott Wilmarth
801.869.8025

WASHINGTON

SEATTLE

Bellevue Technology Center
Mark Filppo
425.974.4007

North Creek Parkway
Mike Schreck
425.453.3120

Ridgewood Corp. Square
Scott Davis
425.462.6912

The Central Building
Scotta Ashcraft
206.292.6063

The Plaza Buildings
Scotta Ashcraft
206.292.6063

WASHINGTON, D.C. NORTHERN VIRGINIA

Dulles Station East I
Mike Pepper
703.734.4728

One Washingtonian Center
David Machini
301.215.4108

Redwood Plaza
Malcolm Schweiker
703.764.4716

Tyson Dulles Plaza
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A conversation with KBS tenant

Anousheh Ansari

Serial entrepreneur. CEO. Space traveler. This is the world of Anousheh Ansari, the epitome of the American dream and proof that dreams come true through determination and hard work. KBS caught up with Ansari — CEO of Prodea Systems, a company operating at the leading edge of the “Connected Home” market — to learn about her transformation from a non-English-speaking immigrant to CEO and astronaut.



KBS: We are proud to have you in our Palisades II building. How do you enjoy working in Richardson, Texas?

Anousheh Ansari: I love being in Richardson. The environment is very business-friendly and I’ve found it is a nurturing environment for startup companies. I have started several companies here, including Telecom Technologies, Inc., my first startup, and Prodea Systems, my current company.

KBS: When did you come to the U.S.?

AA: I arrived in the U.S. in April 1984. It was the first time I left my birthplace, Iran, and I did not speak English. It was a terrifying experience for a teen. I started high school immediately and took ESL classes. Since I spoke French, it helped me learn English quickly.

KBS: Did you enjoy math and science as a young child?

AA: I loved math and science as a child. I was a very curious girl and wanted

to know everything about everything. I loved stargazing and astronomy and I was fascinated with space. I always wondered what made the stars, how far away they were, if there were other beings out there, and if they are watching us. I loved building pretend rocket ships with sticks, blankets, paper, and cardboard or my Lego set.

KBS: You made history becoming the first female private space explorer in 2006. How much training did you have to go through? Physically, did you have to be in good shape to leave our atmosphere and travel to space?

AA: My preparation to go into space began a full year before the trip. I moved to Star City in Russia where Russian cosmonauts as well as U.S. and European astronauts spend seven full months training for space missions. I also spent a few weeks in training at Johnson Space Center in Houston. Anyone who goes to space must be healthy, so I had rigorous physical and health checkups before I was admitted into the program.

KBS: Do you think there will be a day when there will be a lower-cost way to get into orbit?

AA: I definitely believe that there will be a less expensive way to get to space. So many exciting things are happening and there is a renewed interest in space overall. There are lots of opportunities for new businesses in experimentation, manufacturing, space access, solar energy, and so on. The Ansari X PRIZE helped kick-start a new era of private space activities from organizations like Virgin Galactic and others. Companies are benefiting from interest in private space access, sprouting a new industry with hundreds of thousands of workers.

KBS: Tell us about the Ansari X PRIZE.

AA: I became involved with the X PRIZE through serendipity. Dr. Peter Diamandis, the founder of the X PRIZE Foundation, read one of my interviews about my interest in space and suborbital flight. He’s very passionate about flying to space and explained his idea to create this

prize after the Orteig Prize that inspired Charles Lindbergh to fly nonstop from New York to Paris in 1927. He wanted to do a similar thing, inspiring and incentivizing private companies to go after space flight. The whole thing really resonated with me and my brother-in-law Amir, who is also very interested in space. We saw the prize as the best way for us to invest in the future to allow us to fly to space and not only realize our dreams, but make it possible for millions of others with similar dreams. It was by far one of the best investments we made. The Ansari X PRIZE became very successful and created lots of interest all over the world. A team from Scaled Composites, led by aerospace designer Burt Rutan and financier Paul Allen, won the prize in 2004. They designed, built, and launched SpaceShipOne, which was capable of carrying three people 100 kilometers above the earth twice within two weeks. Richard Branson attended the award ceremony and soon signed an agreement to commercialize the winning vehicle, which turned into Virgin Galactic.

KBS: Who was one of the biggest influences in your life to inspire you to go after your dreams?

AA: Many people at different stages of my life played large roles in helping me pursue my dreams, starting with my parents. When I came to the United States, my Uncle Frank was a big influence in my life. He taught me a lot about my newfound freedoms in the United States. My husband has also been a great influence in my life and always encourages me to pursue my crazy dreams.

KBS: It sounds like you learned electrical engineering right when personal computers and cellular phones were exploding into the consumer world. How exciting was this?

AA: It was the beginning of the telecommunications boom and it was an exciting time for a young engineer. The technology industry was changing rapidly, every day it seemed. I was fortunate to secure a job at MCI, Inc. in a group designing the network of the future for the company. We focused on looking at services and technologies that

were three to five years in the future, essentially designing the network to work with technologies that sometimes hadn't been created yet.

My husband, brother-in-law, and I started Telecom Technologies, Inc. with money we got from selling our retirement stock options...

KBS: Tell me about the first company that you, your husband, and brother-in-law built.

AA: My husband, brother-in-law, and I started Telecom Technologies, Inc. with money we got from selling our retirement stock options and using our credit cards to fund the operation. We had to bootstrap because there was not much venture capital money available those days. Later on, we could — and did — get a Small Business Administration loan. We had many sleepless nights not knowing if the company would be around next month, but it grew and turned a profit and continued growing to a company with 250 employees and very innovative technology. We merged with Sonus Networks in 2001.

KBS: When did Prodea Systems come to be?

AA: Prodea Systems was actually launched on the day I launched into space, Sept. 18, 2006, but the idea of

Fast Facts on Anousheh Ansari

- First female private space explorer
- First astronaut of Iranian descent
- First space ambassador
- Founder of Prodea Systems and Telecom Technologies, Inc.
- Under her leadership, Telecom Technologies earned recognition as one of Inc. magazine's 500 fastest-growing companies
- Sponsor of the \$10-million Ansari X PRIZE
- Authored "My Dream of Stars: From Daughter of Iran to Space Pioneer"
- Motivational speaker
- Life member in the Association of Space Explorers
- Serves on the advisory board of the Teachers in Space project
- Has an honorary doctorate from the International Space University and is currently working toward a master's degree in astronomy from Swinburne University
- Earned a bachelor's degree in electronics and computer engineering from George Mason University in 1986 five years after moving to the U.S. and not knowing English
- Earned a master's degree in electrical engineering from George Washington University

Keep up with Anousheh Ansari at www.anoushehansari.com.

Continued on PAGE 26 ►



◀ Continued from PAGE 25

what we built started way before that. The idea came about because we saw a growing need for simplifying technology so everyone can benefit more from it. As consumers, we are relying more on technology for everyday aspects of our lives — from our phones to our entertainment to our home management. At the same time, the variety and types of technology available are growing in complexity. We want to make technology as simple and easy to use as any other utility. You should be able to turn it on and it just works — like a light switch.

KBS: Tell us about your passion for social entrepreneurship.

AA: I believe social entrepreneurship is vital to our society. I am very active with the Ashoka Foundation, which has been helping social entrepreneurs solve problems since 1980. Just one

look at Ashoka fellows and their accomplishments will show you how applying entrepreneurial skills and power to solving social problems can benefit us all.

KBS: Have women around the globe found hope and inspiration in your story?

AA: I certainly hope women and all people find hope and inspiration in my experiences! I have heard so many stories and been contacted through my blog by women from around the world. My story has helped show women, especially in the Middle East, that they are capable of doing things that they may not have considered possible.

KBS: You have proven that anything is possible if you believe in your dreams. How are you passing the torch to the younger generation?

AA: I believe it is important to help inspire and develop passion in young people. I spend a lot of time with youth

through speaking engagements and other interactions. The most important message I can share is to make sure they understand that anything is possible as long as they put their minds to it and don't get discouraged by naysayers. It's so important to use your imagination. Many of the greatest inventions and accomplishments in the world came from crazy ideas. Crazy ideas are frequently discouraged, but lots of those ideas result in advances. I tell people, if you believe in it, pursue it. I use my story to help them see that if a young girl from Iran who dreamed of space could actually go to space, then anything is possible. **TCM**



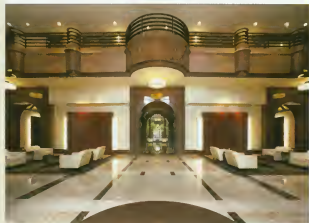
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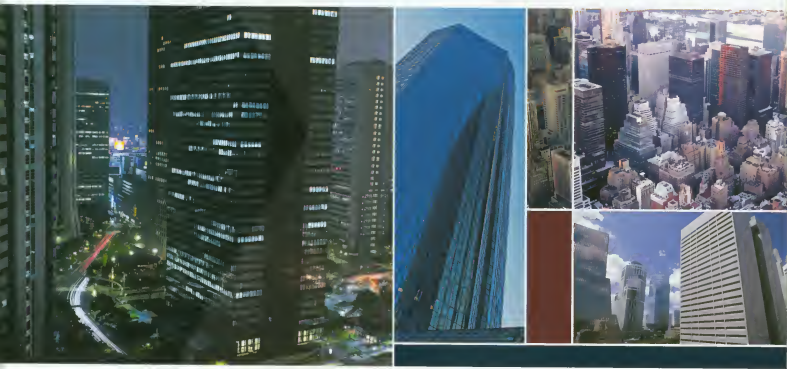
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What's Trending? Open Offices

We live in an incredibly communicative world. Some companies are taking this interactive spirit to a whole new level, trading in cubicles and private work areas for an open office plan.

Open office layouts can run the spectrum in terms of design, but typically make use of large single work areas that eliminate the traditional boundaries of walls or doors separating employees from each other. A design that dates back to the early 20th century, this concept has started to gain popularity in recent years as companies are placing a greater emphasis on collaboration as a foundation of corporate culture.

Open office designs can correlate to increased interaction between employees — replacing a barrage of emails with impromptu meetings, quick decision making, and fast implementation. Increased teamwork and collaboration can be a byproduct of a more open environment. However, all these great ideas should be balanced against other concerns such as privacy, noise levels and productivity.

For many companies, a lot of the decision on how “open” to be with the floor plan depends largely on the culture of the company.

For many companies, a lot of the decision on how “open” to be with the floor plan depends largely on the culture of the company. Is it relaxed? Is it creative? Is it more structured?

Let me provide a great example. At KBS we have a very successful REIT wholesaling operation with external sales professionals and an entire internal sales support staff. That internal support staff takes a hybrid approach to the open office concept with low paneled cubicles that afford each internal sales associate an individual work area, but built in a way where they can see and talk to each other. There is a great amount of shared ideas and collaboration within this group. They have a large open window with a breathtaking view of the ocean. It's a breeding ground of energy and ideas — a perfect example of how a semi-open office layout can really work.



Now let's switch gears. That type of layout is not going to work too well with our property accounting team where a somewhat quiet environment is important given all the number-crunching they are engaged in.

Companies considering an open office layout should also be sure they are willing to commit to the costs of these new environments. While there is certainly an opportunity to gain efficiency in the use of space and ultimately see rent savings in an open/shared concept, the increased upfront costs need to be evaluated against long-term payout.

Another very important factor to consider is paper. By nature, open office layouts require a workforce that is committed to digitizing files instead of keeping a depot of space-consuming file cabinets. If an open office concept is being considered, be prepared to implement a training program geared toward a paperless system of organizing and retaining files.

There is a lot to be discussed about an open office layout, and this will be a hot topic in the coming years as more companies break out of the mold of traditional office layouts. KBS is at the forefront of this discussion, working with thousands of tenants, many of whom are seriously exploring this concept. At KBS we avoid pushing this concept as the be-all and end-all for every company. We recognize that every tenant is different and there is not one “big box” solution for everyone — that has never been our mindset. Our goal is always to provide our tenants with space that will help them grow their businesses.

ECM



GIOVANNI CORDOVES, CPA

is a senior vice president and market leader for KBS overseeing in excess of 3.7 million square feet of office space in the Southwest and Central regions of the United States.

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The Service Champion Awards



Customer service is the hallmark of KBS' management philosophy. Each year, KBS selects building personnel who exemplify the following standards of excellence:

- Goes above and beyond the call of duty to serve the needs of our building occupants
- Maintains the highest possible standard of professionalism in carrying out his or her duties
- Exhibits consideration and respect toward fellow employees and initiates and promotes cooperation
- Exhibits a positive attitude toward all business endeavors and associates



Gabriel Navarro, *Day Porter, Peakview Tower, Centennial, CO*

- Gabriel has worked as the sole day porter at Peakview Tower for six years. He goes out of his way to provide excellent customer service. It is common for tenants to follow up with management to praise his work and attitude.
- Peakview is adjacent to an amphitheater that hosts numerous events such as concerts. Every morning Gabriel ensures that the grounds are clear of trash and debris prior to the tenants arriving at work.
- Gabriel always arrives to work early and stays late when needed. He is dedicated to the property and its tenants.



Randy Adrian, *Chief Engineer, Granite Tower, Denver, CO*

- Randy has been with Granite Tower for over 20 years and is a true asset to the building ownership, management team and tenants. Randy supervises a very capable and qualified team of engineers, and they have received high tenant survey marks for many things including professionalism, courtesy and response time.
- Randy was asked by the chief fire inspector in Denver to join a committee for BOMA to discuss the effects of the new fire inspections on elevators. For the past eight years, he has also maintained Granite Tower's Energy Star label and helped the property earn the LEED Gold certification.
- He is extremely cognizant of building operational costs and works diligently to provide the best customer service while keeping a close watch on the bottom line.



Michael Mayberry, *Building Engineer, Triangle Corporate Park, Tigard, OR*

- Mike goes beyond the call of duty to serve tenant and property needs. His immediate response and ability to go the extra mile are appreciated by everyone at Triangle Corporate Park.
- Mike's extensive knowledge of building systems allows him to fix virtually any issues in-house rather than contracting them out. This is invaluable to the client and tenant operating costs, and it has saved thousands of dollars.
- He displays a pride of ownership in his position as building engineer. Mike checks in with tenants and helps them even when it's not part of his job description.

Your Towel, *Sit*

Amenity-rich fitness centers appeal to corporate wellness and employee needs in today's upscale office

During the '90s through the early 2000s, Class A office buildings began at a slow pace adding fitness centers to their property mix. Many of these centers were poorly designed and equipped and did not reflect the buildings' pedigrees. In recent years, a more progressive approach began to emerge in certain buildings — fitness centers that were truly usable for everyone from the beginner to the experienced trainee. These new-age fitness centers feature high-quality finishes, locker rooms, state-of-the-art training equipment, group exercise studios, morning coffee service, towels and laundry service, and many are fully staffed.

Why is this so important in today's modern office? First, tenants want it. And who is number one? The tenant is. If they can enjoy a first-class, amenity-rich fitness center in their office building versus driving two miles to get to one, that can be an attractive incentive to work in that building.

Physical fitness created a better, more economically sound workforce and workplace.

Another factor is that today companies are having to think outside the box to find ways to keep their employee base healthy. Mr. T. Boone Pickens (see feature story on page 10) was a pioneer in this area in the early 1980s, building full-scale wellness centers for his employees. He went on record stating that physical fitness created a better, more economically sound workforce and workplace. He walked the talk. According to the biography on his website, "Wearing the standard program participant's blue sweats and gray T-shirt, he became a daily fixture on the stationary bike and on the racquetball court where he regularly trounced his younger partners." In 1985, Pickens' company at the time, Mesa Petroleum, earned the title "Most Physically Fit Company in America." Pickens was ahead of his time — and still is. He recognized early on that wellness benefits not only the employee but also the employer.



Today tenants are demanding fitness centers that go beyond a small room with a work-out machine. Such is the case at the recently installed tenant fitness center at KBS-owned Preston Commons (pictured above), which features a large open work-out room and a group exercise room with hundreds of "Fitness on Demand" programs instantly available on a large screen.

At Preston Commons in Dallas (where Pickens runs BP Capital), we just completed a high-end fitness center that features a wide range of amenities including Matrix exercise equipment and private exercise rooms with programmable flat screen TVs that offer numerous "Fitness on Demand" classes, the latest trend in office fitness. The center also has showers and locker rooms, a towel service, and even a massage therapist. We don't treat the fitness center as a profit center — for us it's part of the prestige that comes with being a tenant in this premier property.

Forward-thinking companies have embraced corporate wellness and fitness as a favored employee benefit. The support of C-level executives is key for overall success. Their commitment to initiate healthy workplace lifestyles shows their desire to make a difference in the lives of those involved in making the business successful. Furthermore, executive support sends a message as to the importance of good employee health.



KEN ROBERTSON

is the KBS regional president for KBS responsible for more than 12.5 million square feet of space in seven states. Ken has been a big proponent of building out fitness centers in KBS properties that meet the needs of today's lifestyle-conscious tenant.

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A Business Upgrade...

The Northwest-Hawaii Trane district's Seattle office was in need of a new office space that better represented the business. Encompassing three buildings, their current location was outdated with aging infrastructure and cramped accommodations. First and foremost, Trane wanted to stay within a 10-mile radius to minimize the impact of relocation to their associates. After identifying a KBS Bellevue Technology Center building less than one mile from the previous offices that met both the current and future growth requirements, KBS worked closely with Trane to design the new office.

The primary requirements included construction of a service warehouse, training room, multiple conference and breakout rooms and open office concepts. This move resulted in the relocation from a 30-year-old, 20,000-square-foot facility into a new 34,324-square-foot building that housed associates under one roof for increased collaboration, communication, safety and an improved business environment.

(pictured from left to right)

Mike Feinstein, district finance leader

Abe Houdak, area service manager

Warren Michelsen, district general manager



Improving Workplace Morale with “Wellspace”



Wellness is a major concern for businesses because it can impact the health, comfort, well-being, and productivity of workers. Companies that promote wellness in the workplace, or “wellspace,” are likely to have a more productive, loyal, and motivated workforce. Below are some basic steps that companies can take to create wellspace.

Improve Indoor Air Quality: Indoor air can be impacted by a variety of pollutants, such as environmental tobacco smoke, biological contaminants, volatile organic compounds (VOCs), pesticides, and dust. As many indoor air quality issues stem from ventilation, ensure that the heating, ventilation, and air conditioning (HVAC) system is properly designed, maintained, and operated. Other steps include placing heat-generating devices away from thermostats, avoiding furniture that blocks air flow, ensuring that the outdoor air supply is clean by changing air filters and performing preventative HVAC maintenance, and avoiding overcrowding the space. Companies can also establish policies to promote clean indoor air. For example, companies can purchase low-VOC-emitting products and during renovations, allow carpet, furniture, and other materials with elevated emissions to “off-gas” before bringing them indoors.

Control Odors: Odors can be a nuisance, so make sure that trash, composting, and recycling bins are regularly emptied, cleaned, and always covered. In addition, avoid the use of solvents, adhesives, cleaners, and other equipment that contribute to odors.

Improve Housekeeping: Reduce clutter by instituting a housekeeping regimen. Use green products and high-efficiency vacuum systems. If chemicals are required, use them when the building is unoccupied.

Improve Ergonomics: Evaluate ways to reduce injury and improve comfort. For example, providing adjustable workstations, headsets, dual computer screens, and ergonomic

keyboards and mice can help minimize common workplace ailments such as back and neck pain, eye fatigue, and carpal tunnel syndrome. If employees spend most of their day standing, consider installing softer flooring materials (e.g., cork). In addition to improving worker comfort, enhanced ergonomics can influence the company’s bottom line.

Improve Lighting: Artificial lighting can contribute to anxiety, headaches, and difficulty concentrating. Consider introducing more daylight into the building by lowering partition walls or installing light tunnels. For rooms near windows and skylights, install daylight-responsive controls, which switch or dim electric lights depending on the level of daylight. You can also reduce energy costs by installing occupancy sensors. If glare is an issue, install window treatments, offer privacy filters for computer screens, and provide task lighting.

Reduce Noise Pollution: Noise distractions can be reduced by installing soundproofing materials. If the janitorial staff cleans during office hours, ask them to use low-noise vacuum cleaners.

Reduce, Reuse, Recycle: Consider starting a recycling program. In the kitchen, provide reusable dishes, flatware, and glasses, and avoid cookware that could contain potentially harmful chemicals such as bisphenol-A. To reduce bottled water use, install a reverse osmosis or carbon-based water filter to provide a clean and healthy water source with less waste.

In summary, companies can take a number of low-cost steps to establish wellspace. In addition to enhancing employee morale and health, wellspace can also be a powerful recruiting and publicity tool, can help reduce turnover and health care costs, and can lower operating costs associated with energy and waste disposal. Wellspace doesn’t just benefit employees — it can also improve the company’s bottom line in the long run. **EQ**



FARSHAD RAZMDJOO

is the managing principal of ENVIRON International Corporation’s Southwest operations. ENVIRON is an international consultancy that helps clients to resolve their most demanding and challenging environmental issues. Mr. Razmdjoo currently assists many real estate clients in managing portfolios of properties throughout North and South America, Europe, Asia, and Africa.

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A State-of-the-Art Facility That Streamlined Our Operations

KBS did a fine job outfitting us in our new location at Legacy Town Center in Plano, Texas. Global Media Outreach is a faith-based ministry that uses the Internet and mobile devices in multiple languages to share and respond to people across the globe. We needed to consolidate multiple offices into one centralized location at a fair price with space that our employees would thrive in. Legacy Town Center fit the bill perfectly.

KBS located our operations in a temporary space while our new office was built out with state-of-the-art improvements and easy access to the many services that Legacy Town Center provides. KBS not only finished the project on time, but provided feedback on how to make the space most suitable for our needs while keeping within our budget requirements.

Our goal is to be the best financial stewards with the resources entrusted to us. Our new location has greatly increased operational efficiencies and reduced operating costs. We really like our new space — productivity is great, and the space provides a welcoming environment for employees, donors, volunteers and valued partners.

Thanks, KBS!

Nick Runyon
Chief Operating Officer
www.globalmediaoutreach.com



KBS
www.kbsrealty.com

BEHIND CIVILIAN LINES

Kenneth Fosnot turns military experience into career in building services



After serving in Iraq, Kenneth (pictured left) now proudly works as a maintenance assistant at National City Tower, a 723,300-square-foot, 40-story office tower in Louisville, Ky.

The vision of CEO Charles Schreiber and Chairman Peter Bren, the KBS Jobs for Vets program, has been instrumental in helping numerous military veterans find employment working at KBS-owned office properties across the United States.

Often when KBS buys an office building, there will be an opportunity to fill a building maintenance, security or engineering position working for a property management or other related real estate services firm that KBS does business with. KBS helps to identify the vets, and the real estate services firm interviews the vets and then seeks to provide them with a great career opportunity working at the KBS-owned property. Some of these firms have been so supportive of the program that they have joined in the effort to help identify vets for employment.

One of the recent hires was Kenneth Fosnot, who landed a job as a maintenance assistant working for Cassidy Turley at National City Tower in



Kenneth Fosnot (right) served a leadership role as a staff sergeant in the U.S. Army.

Louisville, Ky. Mr. Fosnot was stationed at Fort Campbell, Ky. After completing six years of service in the U.S. Army, he went right to work at the 723,300-square-foot, 40-story office tower.


It is a great feeling to be able to bring the attributes that make for a good soldier to a great building like National City Tower.

"It is a great feeling to be able to bring the attributes that make for a good soldier to a great building like National City Tower," commented Fosnot. "This is a good opportunity for me to become as successful outside the military as I was within. There are many vets who need quality jobs like this, and I feel that veterans bring a lot to the table when it comes to work ethic and discipline."

While on active duty, Kenneth served as a combat medic during one tour of duty in Iraq. Kenneth's leadership skills were obvious, and he was elevated to the rank of staff sergeant as well as earning the Army Achievement and Good Conduct medals twice and the Army Commendation Medal three times.

Kenneth and his wife have four children. He enjoys Frisbee golf, football, baseball and golf. We asked Kenneth how his family liked military life. "I believe, even though they are young, that my children have learned discipline, attention to detail, and most importantly a sense of personal fitness," said Kenneth. "We often exercise as a family and I feel that is important to help instill healthy habits from the start."

At his new job, Mr. Fosnot will perform general building maintenance including repair work, grounds and landscape maintenance, painting and snow removal. He will perform property inspections of equipment and systems and assist with preventive maintenance and repair of mechanical components and systems. He will also respond to emergency situations and tenant concerns.

"We are pleased to welcome Ken Fosnot to the National City Tower," commented KBS Senior VP Brett Merz. "Our team takes great pride in providing the highest level of service to our tenants. We believe the sense of duty and responsibility for job performance which Ken brings from his military service will be an excellent addition to National City Tower." 



Great Location, Great Floor Plan for Leading Outsourcer in the IT Field

Just a note to say thanks for the great service you provided for our regional office build-out at Ridgewood Corporate Square in Bellevue, Wash. This space houses our contingent workforce services division and provides a great location with good freeway access that is central to our client base. KBS and your on-site manager were highly involved in the meetings and worked hard to resolve any issues needing an immediate response.

The design of the building affords great light transmission and was conducive to the build-out of our new open floor plan. The results are great — especially the central kitchen, which has led to a greater sense of community with our team. Additionally, the overall feeling of our new space is much brighter and collaborative than our previous environment. The new space is very functional, and our associates really love coming to work.

The IT workforce services business is very competitive, and our new space is just one factor that helps give CompuCom an edge.

Peggy Stephenson
Facilities Director, Bellevue Office
www.compucom.com



KBS

www.kbsrealty.com

Amped Up!

Electric vehicle (EV) charging stations a value-add for tenants

Property owners across the United States are turning up the power by offering electric vehicle (EV) charging stations due to the surge of mass-produced electric vehicles in recent years. These easy-to-operate stations are a great convenience for tenants who want to charge their electric vehicles while they are busy at work.

Nearly every auto manufacturer is currently producing a hybrid model as “environmentalism” becomes more mainstream. According to the Electric Drive Transportation Association, more than 500,000 electric vehicles were sold in the United States in 2013, up from 280,000 in 2011. This trend will continue its upward trajectory in the foreseeable future, creating an immediate need for commercial real estate owners and operators to install EV charging stations at their properties to adequately meet the demands of their tenants.

...the idea of keeping money in employees' pockets is an attractive incentive...

Adopting EV charging stations comes with a set of perks for property owners.

- **Higher Occupancy** — EV charging stations save tenants money on gas. And the idea of keeping money in employees' pockets is an attractive incentive for a lot of companies these days.
- **Low Cost** — The installation of EV charging stations can be free through select government programs, while other entities may offer incentives such as “buy two, get two free.”
- **LEED Certification** — Charging stations can qualify for LEED points and solidify a building's position as a sustainable icon.
- **Low Maintenance** — EV charging stations are very easy to maintain and keep clean. The nozzle only needs to be checked once a month for wear. Manufacturer maintenance agreements can also be instated.
- **Convenience** — Tenants can charge their vehicles while at work, requiring only two to three hours to fully charge. The speed at which a vehicle can charge is partly determined by the EV's onboard charger. As technology changes, the price will also come down and make it possible to charge out units that may work faster.

KBS is already ahead of the green curve by offering EV charging stations at several of its properties. In 2012, the company announced the addition of six stations at Union Bank Plaza, an iconic, 40-story office and retail tower in downtown Los Angeles. The units were installed as part of the EV Project, the largest deployment of electric vehicles and charging infrastructure in U.S. history. KBS also installed two EV charging stations at Providence Towers in Dallas and two at 300 North LaSalle in Chicago. The company is looking to add stations at several of its other properties throughout the U.S.

The old saying “location, location, location” has never been as important as it is today. While accessibility to transportation arteries and burgeoning residential hubs command prime office space, building amenities are still king. And as more consumers opt for electric vehicles, EV charging stations are a great way to cater to the lifestyle needs of today's modern office tenant.



A typical EV charging station like this one takes very little space and is a popular amenity at many KBS office buildings.



MARK BRECHEEN

is a senior vice president and market leader for KBS, overseeing over 2.1 million square feet of office space in the Northwest and North Central regions of the United States.

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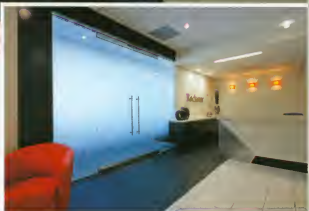


Committed to Rockstar's Success

A big thank you to KBS and your on-site management team for assisting Rockstar Consortium in setting up our new offices at Legacy Town Center in Plano, Texas. Our company needed space quickly, and the build-out process you orchestrated was surprisingly painless. KBS' team of professionals walked us step by step through each stage of the build-out. There were never any surprises. Communication was constant and timely, and the level of expertise from the general contractor, project management team and designers was top notch.

This new office provides the perfect environment for our professionals to conduct multiple high-level business meetings and negotiations with minimal disruption and distraction to the rest of the team.

John Veschi
CEO
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KBS
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Foodie Buildings

Restaurants rank among top amenities in trophy buildings

What defines a Class A+ trophy office building? Usually the rents are higher, the finishes exquisite, the accessibility great, systems are state of the art. And the steak is to die for.

Five-star dining establishments are often a distinguishing mark with the nation's premier CBD office addresses.

Take Washington, D.C., for example. According to a recent survey by a leading brokerage firm, having an in-house café or restaurant ranks third in a list of desired amenities in Washington, D.C., after parking and access to public transportation.

KBS is proud of its own collection of award-winning restaurants ensconced in premium spaces that seem to attract affluent clientele almost every evening around 6:00 pm.

One of the finest of these establishments is Chicago Cut Steakhouse, which features a dazzling space along the Chicago River in KBS' own 300 N. LaSalle office tower.

If you are looking to impress a guest or a client, Chicago Cut is known by many as the place to be seen. Partnered by two



The stunning dining room at Chicago Cut in the 300 N. LaSalle building.

well-known restaurateurs, David Flom and Matthew Moore, Chicago Cut has its own dry-aging room and a butcher on the payroll. The restaurant's unique menu and impressive wine list leave no questions about the two owners' dedication to putting culinary flair back into Chicago's restaurant scene.

Chicago Cut has earned numerous honors including "Best Restaurants," Esquire; "Chicago's Top 10 Steakhouses," Crain's Chicago; and USA Today's "#1 Steakhouse in Chicago." On December 6, 2013, Luis Gomez of The Chicago Tribune wrote, "If you wanted to see someone famous when you went out to eat in Chicago this year, Chicago Cut Steakhouse was your best bet — especially if you know your athletes."

Chicago Cut has its own dry-aging room and a butcher on the payroll.

If you visit Chicago Cut, the KBS team recommends the bone-in rib eye or New York steak with a side of lobster mac 'n cheese potatoes. The menu also includes a choice of appetizers that are a delight to the palate and the eyes. The tuna tartare and lollipop lamb chops are two popular favorites.



On the subject of steak, Dallas, Texas, has its fair share of great steakhouses. But what if you like rare beef and your dinner date prefers grilled seafood? Solution: Nick & Sam's Grill, one of the best steak and seafood institutions in town. Nick & Sam's has three Dallas locations including its Park Cities location on the ground floor of KBS' own Preston Commons office building. Preston Commons is situated in the upscale Preston Hollow neighborhood, home to big names like T. Boone Pickens, Ross Perot Jr., Troy Aikman, Jerry Johnson and other multimillionaires.

If you visit Cowfish for the first time, it's almost expected that you will try their signature dish, the "Burgushi."

Nick & Sam's offers popular cuts of prime aged beef as well as Colorado lamb chops served with a Luxardo cherry sauce. Their most popular cut is a dry-aged "long bone" cowboy steak topped with black truffle butter. Nick & Sam's has also received great reviews on their fish and shellfish menu which features, among many things, an Arborio-crusted snapper with lemon chili rapini. All the selections at Nick & Sam's are made from scratch.

One footnote to Nick & Sam's: If you do order steak, be sure to try their one-of-a-kind steak sauce. It's a masterpiece creation of chef Samir Dhurandhar who used caramelized onion with cumin, ginger and charred tomatoes slow cooked and reduced over three days, then aged 10 days in a Jack Daniel's whiskey barrel. It's the most unique steak sauce you'll ever have. You'll either like it or you won't. Most customers do.



OK, how about a restaurant named Cowfish?

The Cowfish Sushi & Burger Bar is all the rage in Raleigh, N.C. Located on the street level of KBS' own Captrust Office Tower, Cowfish is proof positive that KBS is not a boring big box landlord, but all



The Cowfish restaurant is located in KBS' Captrust Tower in Raleigh, N.C. Locals, celebrities and food critics cannot resist their unique menu; it's a challenge and a delight for the taste buds.

about buying buildings with unique amenities (e.g., hip restaurants) that appeal to today's creative and lifestyle-conscious tenant. Cowfish offers an eclectic and innovative combination of sushi bar and gourmet burger bar that leaves ample room in the budget for a night on the town.

If you visit Cowfish for the first time, it's almost expected that you'll try their signature dish, the "Burgushi," an intriguing fusion of burgers and sushi that includes sushi rolls made with burger components and pick-up-style sandwiches made with sushi components. Even if you don't like it, you can impress your family and friends by telling them, "I had Burgushi at Cowfish." Now *that* will start a conversation.

Don't think that Cowfish is just for the younger, hip generation. It's certainly that, but more than one celebrity has been sighted at Cowfish to sample the unique menu, which along with Burgushi, includes "The Deliverance Roll," a Southern-style "Bar-B-Q-shi" and the "Mary Had a Little Lamb-urgushi Roll." You think I'm joking? Check out their website: www.thecowfish.com.

Expect to see more foodie buildings in the future as landlords seek to provide workplaces that offer a broader palette of unique amenities that appeal to lifestyle-conscious tenants. It's also a clever way to get the market talking about a building.

Waiter, another Burgushi please!

FCM

by Phil Diment



Preston Commons and Sterling Plaza

What does KBS look for in a potential acquisition?

Simple — an unbeatable location.

Since 1992, KBS has perfected its strategy of acquiring top-performing Class A properties in thriving markets — picking up iconic buildings in Los Angeles, Chicago, Houston, San Francisco, and other high-barrier-to-entry hubs. In the summer of 2013, KBS created headlines when it closed on a pair of premier office properties in Dallas. The prized pickings: Preston Commons and Sterling Plaza located in one of the most successful and sought-after submarkets in the city.

Preston Commons and Sterling Plaza are trophy-quality, LEED-certified properties that measure 427,799 square feet and 313,609 square feet, respectively. Encompassing a total of four buildings ranging from 8 to 19 stories, the properties are more than 85 percent leased to 120 tenants, including heavyweights such as energy titan T. Boone Pickens and Sammons Enterprises, Inc. But what sets these properties apart from competitors is their location.

These communities are home to many well-known sports, political, and business celebrities.

Located in the high-end Preston Center neighborhood, Preston Commons and Sterling Plaza benefit from Dallas' thriving economy. Preston Center has been a premier commercial



Sterling Plaza is a 19-story building totaling 313,609 square feet.

Preston Commons has three buildings totaling 427,799 square feet.



district of Dallas since it was built in the 1950s as a shopping area. Over the years it has evolved into a prominent retail and office submarket surrounded by Dallas' most affluent residential neighborhoods of Preston Hollow, University Park, and Highland Park. These communities are home to many well-known sports, political, and business celebrities and represent the highest average household income in north Texas.

Former President George W. Bush, former Dallas mayors Tom Leppert and Laura Miller, business mogul Ross Perot, and T. Boone Pickens reside in Preston Hollow where homes go for as much as \$40 million. Further south are the communities of Highland Park and University Park where the estimated 2013 average annual household income was \$216,000, more than three times the U.S. average. Additionally, more than 40 percent of housing within this area is valued higher than \$1 million compared to a mere 2.2 percent for the nation.

Design, views, location, infrastructure, and amenities amp up the buildings' bragging rights as top-tier assets.

Design, views, location, infrastructure, and amenities amp up the buildings' bragging rights as top-tier assets. Preston Commons is a three-building complex on 6.33 acres with 1,311 parking

spaces in a subterranean three-level garage. On-site amenities include a high-profile boardroom, two conference facilities, Wi-Fi café, and Nick & Sam's Grill. Its counterpart, Sterling Plaza, is a LEED-certified building featuring a multilevel parking structure on 2.08 acres and boasts a conference center, on-site café, and access to Park City Club and the Hilton hotel.

These are the exact type of amenity-rich, high-quality locations KBS is focused on.

Preston Commons and Sterling Plaza were recently infused with \$10 million in building improvements, including extensive common area renovations, systems upgrades, new roofs, lobby renovation, elevator modernization, corridor/restroom upgrades, and mechanical upgrades. KBS has further improved the properties with a hip enhancement amenity program that includes new fitness centers, shuttle service, free manicures, bicycles for tenants, and a shoeshine service. The fitness centers feature state-of-the-art equipment as well as "Fitness on Demand" — a user-friendly fitness program that gives tenants access to dozens of exercise classes any time of the day.

"We are thrilled to own these two trophy properties and we are excited about the enhancements we are making to further elevate their status and truly create something unique," commented KBS Central Regional President Ken Robertson. "These are the exact type of amenity-rich, high-quality locations KBS is focused on acquiring. They are a top choice among a wide variety of companies and especially attractive to organizations who see real value in fostering exceptional workplaces for their people."



The Preston Commons conference center is not your average conference room. With a full-service bar and lounge, this conference center is a popular amenity with firms in the building.

SANTA BARBARA:

THE PERFECT
GETAWAY

By Madeline Nelson

Photo courtesy of Visit Santa Barbara / Jay Sinc

Once you visit Santa Barbara you may never want to leave

As a native of Texas, I found this out the hard way. Acknowledged as “the trap” by locals, it’s not difficult to understand why this utopia of natural beauty and year-round sunshine lures people in to stay. The truth is, Santa Barbara, Calif. contradicts itself in the best ways possible. It’s luxurious without being pompous; it’s relaxed, yet elegant. Taking a stroll in downtown Santa Barbara, you can feel the vibrancy of a big city, but also a certain small-town charm. Beauty aside, this balance is what makes Santa Barbara so unique. It’s not just another quaint coastal town that’s nice to look at — it’s a genuine, friendly city with a lot to offer.

Red tile roofs, palm trees, and Spanish colonial architecture make up the

iconic Santa Barbara style and create a scenic downtown area with a peaceful atmosphere. Downtown consists of a seven-mile stretch of fine dining and shopping around which everything is clustered. In fact, State Street, the main downtown artery, eventually runs all the way out into the ocean via Stearns Wharf — a pier featuring seafood restaurants, shops, and the Ty Warner Sea Center, where touch tanks allow the rare opportunity to pet actual sharks.

If you’d rather eat seafood than mingle with live sea predators, luckily there are plenty of delicious options mere steps away. Brophy Bros. provides an unbeatable view of the Harbor and Santa Ynez mountains coupled with savory local fish and a lively ambiance. Seagrass is another upscale contender, serious about using fresh and sustainable products whether it’s Farmers Market produce or Santa Barbara seafood. For a romantic night out, sit outside on the candlelit patio and choose a local wine from the lengthy list.

Those seeking red meat can venture down to Coast Village Road in Montecito for dinner at Lucky’s, a classic steakhouse in a sophisticated yet comfortable setting. Vintage black-and-white photographs of celebrities and sports stars from the ’40s and ’50s adorn the walls and help set the timeless tone. Signature cocktails, steaks cooked to perfection, and the occasional celebrity sighting should make for an exciting evening.

It’s easy to be overfed in Santa Barbara, but surprisingly there are as many activities as there are delicious restaurants. Golf aficionados should not miss playing a round at Santa Barbara’s own Pebble Beach — also known as Sandpiper Golf Club. It might be hard to focus on alignment, however, as deer gracefully bob in and out of trees, waves crash into bluffs below, and you are perpetually tempted to observe the unobstructed view of the glistening Pacific ahead. As the sun begins to set with a fiery orange and royal purple hue, good luck tearing your eyes away.

Take a tour of one of the many vineyards just outside Santa Barbara proper and experience the breathtaking scenery...

After an afternoon of sightseeing and activities, a glass of wine might be in the cards. Santa Barbara wine country may have first gained notoriety in the film "Sideways," but it continues to succeed today as a bountiful winemaking region. Take a tour of one of the many vineyards just outside Santa Barbara proper and experience the breathtaking scenery that includes golden, rolling hills of microclimates — each vineyard fostering a myriad of grapes to grow to their full potential under the Central Coast sunshine. If time is limited due to a tight schedule, there is no need to sacrifice wine tasting. The Santa Barbara Urban Wine Trail offers just what the name suggests: tasting rooms downtown. Twenty-seven tasting rooms to be exact, all within a three-block radius and only a stone's throw away from the beach.

For a perfect combination of luxury and the outdoors, make a trip to the famed San Ysidro Ranch to stay or just to dine. From the moment you drive up the cobblestone driveway lined with olive trees, you are

struck by the beauty of this enchanting property hidden among the Montecito foothills. The Ranch was first owned by the King of Spain and inhabited by Franciscan monks in the late 1700s, then converted into a working citrus farm in the 1800s. Today it features a smattering of private cottages that have accommodated such guests as Winston Churchill, Audrey Hepburn, and honeymooners JFK and Jackie O. The luscious gardens, ocean and mountainside panoramas, and world-class dining under a starlit sky will transport you back to a simpler time and provide a welcome escape.

For another dose of history, the Upham Hotel and Country House near downtown Santa Barbara offer cozy, colonial accommodations. The Hotel was built in 1871, earning the title of the oldest continuously operating hotel in Southern California. The Country House across the street offers an authentic bed and breakfast experience, while the Hotel has a more modern setting with 50 rooms and suites. Both respect British heritage with Victorian-style buildings and well-manicured gardens. Cheese and wine happy hour is an added bonus.

I've barely scratched the surface of some of the sights to see, places to stay, and exquisite places to dine in Santa Barbara. You'll just have to come for a visit to find out the rest. Just one word of warning — when you come for a visit, you're not going to want to leave. I know I'm not leaving anytime soon.

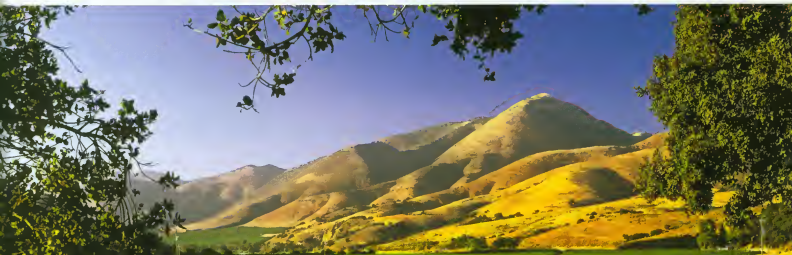
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Photo courtesy of Ron Berg



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